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This document briefly outlines the DLA Office of Command Security TQM implementing plan. It identifies improvement goals pertaining to security and outlines the Office of Command Security instruction for TQM implementation.

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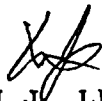| 17. SECURITY CLASSIFICATION OF REPORT	18. SECURITY CLASSIFICATION OF THIS PAGE	19. SECURITY CLASSIFICATION OF ABSTRACT	20. LIMITATION OF ABSTRACT
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DLA-I

SUBJECT: Submission of TQM Plan

TO: DLA-Q

Enclosed is the Total Quality Management Plan for the Office of
Command Security (DLA-I). Any questions concerning this plan
should be addressed to Jim Pope, X46067.

                              HARLAN J. LENIUS
                              Colonel, USA
                              Staff Director
                              Office of Command Security

Prepared by: Pope/31 Jul 89/bc/JP-TQM3

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OFFICE OF COMMAND SECURITY (DLA-I)

Total Quality Management (TQM) Plan

BASIC TQM CONCEPTS

o Requires dedication, commitment, and participation from
  top leadership

  oo Acting on recommendations to make positive changes is
     the most convincing evidence of commitment to improvement

o Recognizes people as the most important resource - they are
  the most essential component in continuous improvement process

  oo Recognizing and rewarding behavior aimed at achieving
     continuous improvement is vital

  oo Practices that encourage change, identify opportunities
     for improvement and stimulate innovative ideas are crucial

o Involves every employee in improving their own work processes

  oo Requires a thorough understanding of their work processes

  oo Employs a structured, disciplined approach that improves all
     processes

  oo Places emphasis on preventing defects through process
     improvement

o Creates teamwork and constructive working relationships

o Builds and sustains a culture committed to continuous
  improvement

o Focuses on satisfying customer needs and expectations

  oo Internal users are the ultimate customers for security

o Employs the best available management practices, techniques,
  and tools

o Requires training, team-building, and worklife enhancements
  which are essential elements in creating an environment
  which our people can grow and gain experience/capability

IMPLEMENTATION OF TQM PLAN

o **Concept**

Implementation of TQM within Command Security is being accomplished by 'continous improvement' of the processes used to satisfy 'customer' needs. This plan is directly applicable to HQ DLA-I staff and only indirectly applicable to field activities.

Steps of Implementation

o Planning

o Orienting employees

o Training employees - top to bottom

o Identify key 'processes'

o Flow charting of processes

o Identifying 'problems'

o Designing solutions/improvements

o Monitoring effectiveness

Implementation structure within DLA-I

o Steering Committee

o TQM Facilitator

o Functional Facilitator

  oo ADP and Communications Security

  oo Criminal Investigations

  oo Information and Personnel Security

  oo Physical Security and Law Enforcement

  oo Office Administration

o 66-Member 'Quality Team'

  oo Field Activity Members

    ooo DCAS Representative

    ooo Supply Depot Representative

    ooo Supply Center Representative

    ooo Service Center Representative

CORE TQM GOALS

o Improve the overal personnel security adjudication process

   oo Refine DLA criteria to be used in conjunction with the
      adjudication guidelines in DoD 5200.2-R

o Enhance user friendly capabilities of the Command Security
  Automated Control System

   oo Develop software to facilitate analysis of patterns and
      trends in criminal investigations

o Enhance security awareness among the community of computer
  users

o Improve timeliness of ADP accreditations and reaccreditations

o Develop automated system to detect and evaluate physical
  security weaknesses at DLA installations

o Develop procedures to involve local physical security
  personnel in the initial design process for new facilities